Attached are two items

    1.   A list of our DD-level objectives for priority ranking.

       I have some trouble with this because all of these
objectives are important. While they can be ordered
1 through 12 or 13, I'd suggest grouping them into
3 or 4 clusters.

       This request for ranking came from███████████
I'm not certain there is any order from Mr. Brownman
directing offices to establish priorities; I'm certain
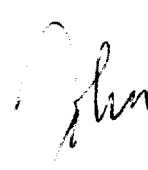that he has no objection to having priorities assigned.

    STATINTL

    2.   Notes for discussion of each topic except HUMINT
training and COINS. (The DDTR suggested that COINS
discussion may not be necessary.)

       I would like to expand the discussion of the space
problem in the Chamber of Commerce Building, but I
don't really have enough facts to support what I
observe to be a trend toward fewer and larger classes.
Classroom utilization figures seem to suggest this trend;
heavy use of large classrooms and under utilization
of small classrooms. Also the student day statistics
seem to lend additional weight to the notion. The
statistics show near achievement of the projected
number of student days, but fewer classes than projected.

       I think this should be examined in greater depth
to see if we should be restructuring some of our
smaller classrooms. I also realize I'm somewhat out
of bounds--there is a Space Committee.

       I have no additional comments for the Media Center-
the paragraph in the memo to Plans Staff pretty well
covers the problem.

Topics Suggested for Discussion

1. Priority and Content of New OTR-Level Objectives

    a. OTR priorities via a handout

    b. An added objective for CTP

    c. Recommendation: Drop the objective for Financial
       Management Training (received from DDM&S). This
       objective is most logically a unit level objective
       within OTR. Progress in this area is routinely
       reported via the Weekly Report (MBO sessions in
       CRS, NPIC, DDS&T; ISTP Course for Finance Officers,
       EEO Training, etc.). Suggest continuing the present
       reporting pattern and deleting objective from the
       DD-level list.

    d. If recommendation is approved, there will be 12
       DD-level objectives for OTR.

2. Status Report on the Implementation of an MBO System
   in OTR

       Progress has been good. Unit level objectives and
   effectiveness reviewed by DTR and DDTR with each Unit
   Chief.

       All OTR Units have developed effectiveness areas
   and objectives.

       Plans for extending MBO System to remaining levels
   are nearly complete. Expect that all members of the
   office will be "trained" and have effectiveness areas
   established and objectives stated by the end of May.

       Action plans for all objectives through the Unit
   level in OTR will be complete by the end of April.

3. Additional DCI-Level Objectives with Potential Impact
   on OTR

STATINTL   ██████████ alerted us to additional objectives.
         Have not seen them yet.

Issues Relating to Accomplishment of Operational Objectives

1. <u>COINS Training</u>

    This problem will be handled separately (Monday, 1 April).
No more than a general reference to the problem here.

    The specific short-term problems are:

    a. Possibility of overburdened space ▮▮▮▮▮▮▮▮▮▮▮▮   STATINTL
        says this can be handled -- assuming no conflicts
        with other units.)

    b. Split (AM & PM) use of terminals. There is a
        reasonably high probability of down time in the
        Commo lines. With split use, down time leads
        directly to access problems. If AM users don't
        get access, they run into PM users.

    c. Problems resulting from interagency data bases.

        -- Security

        -- different terminals

        -- different languages

        -- different file structures

    d. Since this is Community training, it gets attention
        beyond its significance. Need for good support
        from Commo, OJCS, and Security.

2. <u>Space</u>

    Not sure of any <u>significant</u> negative impact from failure
of ALT move to Chamber of Commerce Building. Point is that
a considerable number of man-hours went into planning ALT
move. Need for more comprehensive, communicative space
planning. Had OTR been in better touch with space planners
or vice versa, this waste might have been avoided.

    Space for COINS training seems to be on the verge of
becoming a problem. OTR's large classrooms are in use
slightly more than 55% of the training days available.
An examination of classroom scheduling reveals that about
25% of the open time results from partial utilization.
(A class ends on Thursday resulting in Friday being counted
an "open" day.)

2

3. <u>HUMINT Training</u>

Have no specifics yet.

3

(1)   1. By the end of FY 75, establish a systematic plan for collection of   COVERAGE
data, resulting in the establishment of a data base for tabulating   FORECASTING
trends, calculating requirements, maintaining history, and
reporting on current status.

(2)   2. Examine the training activities of the Office of Training   EVALUATION
on the basis of cost effectiveness and prepare cost evaluations
of all courses given by OTR Units by the end of FY 76.

(3)   3. By the end of CY 75, conduct a thorough review of OTR's pro-   ORGANIZATIONAL
fessional competence and devise a long-range plan for ensuring   DEVELOPMENT
that OTR develops, replaces, or maintains continuity of its
professional personnel requirements.

(5,6)   4. Complete by the end of FY 75 the systematic review of OTR's   EVALUATION
curriculum and prepare recommendations for needed changes.

(7)   5. Complete by the end of CY 74 training profiles for the major   COVERAGE
career paths in each Directorate.   FORECASTING

(8)   6. Develop and install a Management By Objectives system   ORGANIZATIONAL
in OTR based on the concept of effectiveness standards   DEVELOPMENT
or outputs, and develop with the Office of the Comptroller,   INNOVATION
a training program on MBO for Agency managers by the end
of FY 75.

POSSIBLE NEW OTR-LEVEL OBJECTIVES

Design, in FY 75, and implement, by the end of FY 76, plans to increase the effectiveness and efficiency of the teaching and testing of foreign language skills.

EVALUATION
INNOVATION

Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required.

COVERAGE
FORECASTING
EVALUATION

STATINTL

By the end of FY 75, conduct a conclusive study of the cost effectiveness of maintaining the ████████████████████

EVALUATION

Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.

INNOVATION
STRATEGY

Establish a Media Center in the Headquarters Building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program, the University of Maryland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related programs.

INNOVATION
IMPACT

By the end of FY 75, in conjunction with the Office of Finance, develop tutorial services and formal courses of instruction in Finance Management Improvement.

INNOVATION
ORGANIZATIONAL
DEVELOPMENT

Beginning in FY 75 select 45 CTs (total of 90 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.

ORGANIZATIONAL
DEVELOPMENT